Agency IT Strategic Plan

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Page 1 of 15

Agency IT Strategic Plan

Agency Profile & Strategic Direction

Agency Mission Statement:

The College of William and Mary is the second-oldest institution of higher learning in the United States. Established in 1693 by British royal charter, William and Mary is proud of its role as the Alma Mater of generations of American patriots, leaders and public servants. Now, in its fourth century, it continues this tradition of excellence by combining the best features of an undergraduate college with the opportunities offered by a modern research university. Its moderate size, dedicated faculty, and distinctive history give William and Mary a unique character among public institutions, and create a learning environment that fosters close interaction among students and teachers.
This nationally acclaimed undergraduate program is integrated with selected graduate and professional programs in five faculties -- Arts and Sciences, Business, Education, Law, and Marine Science. Masters and doctoral programs in the humanities, the sciences, the social sciences, business, education, and law provide a wide variety of intellectual opportunities for students at both graduate and undergraduate levels.
At William and Mary, teaching, research, and public service are linked through programs designed to preserve, transmit, and expand knowledge. Effective teaching imparts knowledge and encourages the intellectual development of both student and teacher. Quality research supports the educational program by introducing students to the challenge and excitement of original discovery, and is a source of the knowledge and understanding needed for a better society. The university recognizes its special responsibility to the citizens of Virginia through public and community service to the Commonwealth as well as to national and international communities. Teaching, research, and public service are all integral parts of the mission of William and Mary.

Agency IT Vision Statement:

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Page 2 of 15

As the most distinguished small public university in the nation, the College of William and Mary aspires to compete successfully with the best institutions, public or private, in the excellence of its students, faculty and educational experience by continuing to build on the special nature of a university that carries a select program of advanced study but that operates on a human scale supportive of excellence in its undergraduate program.

The leadership at the College of William and Mary has articulated a challenging strategic vision. We no longer are satisfied to be the best small public institution in the country; we seek to be one of the premier institutions of higher education in the world. In achieving that goal, the College faces significant challenges.

- Increased competition for the best undergraduate and graduate students
- Increased pressure to teach more students at a lower cost
- Increased competition for outstanding faculty
- Increased competition for research and philanthropic support
- Uncertain public funding for higher education

Increasingly, one of the most difficult components for many institutions to bring into alignment is the telecommunications and computing infrastructure. Carol Barone, Vice President of Educause, describes the transformation that has taken place in the role of technology in the college and university environment.

"Information technology in the context of higher education's mission and support systems is no longer a luxury. Rather, information technology is now a core element of the institutional infrastructure. Higher education's challenge in the new century is no longer to deploy networks and access to computers, but to develop compelling and cohesive technical environments and services that will attract the finest students, faculty and staff. The challenge, further, is to shape the information within the institution's reach in ways that foster learning and a shared sense of community."

The College has identified specific activities and objectives that will be required to move William and Mary into the ranks of the truly great universities and colleges in the world. Some of these tasks and the types of information technology projects and investments that will be required to accomplish them are listed below. These initiatives can be clustered into three groups: 1) focusing on integrating technology to effectively improve and enhance the teaching and learning process, 2)   to build and maintain a robust, scaleable and reliable technology infrastructure,   3) to create an information architecture that will allow the college to manage its business and administrative affairs in an effective and efficient manner.

Total Employees: 2,247

Total IT Employees: 77

Agency IT Strategic Plan

Project Selection Criteria:

Project sponsors introduce proposals to a central management team for review. Criteria for approval include clear alignment of project objectives with departmental objectives (outlined in our three year strategic plan). The proposal must demonstrate a quantitative/qualitative ROI, and technical compatibility with our existing infrastructure. Proposals require a budget, a project plan outlining necessary resources, concrete deliverables, and potential risks and proposed method for mitigating those risks. Final approval is given by the central management team.

Business Case Development:

Direct communication with people conducting critical business processes is the primary means of evaluating effectiveness of our operations. A keen focus on one specific area at a time is relied on to keep the scope of these efforts at a manageable level. Results of these interactions are documented and presented to illustrate areas of potential improvement and a proposed method of achieving these improvements. A brief cost/benefit analysis is then conducted to determine if the improvements warrant to cost.

Risk Assessment Methodologies:

Risks are identified by bringing together major project stakeholders and end-users. The list of risks identified are then rated according to the severity of the risk as well as the probability of the risk occuring. Lastly, a proposed resolution for each of the high probability/high severity risks is developed. Other risk factors are monitored throughout the project and dealt with on a case by case basis by the project management team.

Prioritization Schema:

Projects are prioritized using a priority grid that bubbles up the most high priority items for the management team as a whole..

The Information Technology Strategic Planning effort is conducted by the Virginia Information Technologies Agency.

Page 4 of 15

Agency IT Strategic Plan

Secretariat: Education

Agency: The College of William & Mary

Core Business Activities:

Core Business Activity Title	Core Business Activity Description	Core Business Actity Sub-Function Title	Core Business Activity Sub-Function Description
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Instruction	Efforts to provide higher education instruction and related departmental research.
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Research	Efforts to provide for research that is separately budgeted or carried on in institutes or research centers.
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Public Services	Efforts to provide services beneficial to individuals and groups external to the institution.
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Academic Support	Efforts to provide higher education support services that directly support the institution's primary function of instruction, research, and public service.
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Student Services	Efforts to provide support services to students.
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Institutional Support	Efforts to provide operational support for the day-to-day functioning of the higher education institution (excluding physical plant operations).

HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Operation and Maintenance of Plant	Efforts to operate and maintain physical plant facilities at institutions of higher education (excluding self-supporting enterprises and hospitals).
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Student Financial Assistance	Efforts to provide financial assistance to higher education students.
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Financial Assistance for Educational and General Services	Efforts to provide resources for educational and general services through supplementing other activities within the system.
MANUFACTURING AND MERCANTILE SERVICES	Efforts to manage and operate production and commodity activities.	Higher Education Auxiliary Enterprises	Efforts to provide essentially self-supporting goods or services to students, faculty, and staff.

Secretariat: Education   Agency Code: 204

Agency: The College of William & Mary

Key Customers Associated With Each Core Business Activity :

Core Business Activity Title	Core Business Activity Description	Core Business Actity Sub-Function Title	Core Business Activity Sub-Function Description
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Instruction	Efforts to provide higher education instruction and related departmental research.

 Key Customers

      Graduate and Undergraduate Students

      In-State Graduate and Undergraduate Students

HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Research	Efforts to provide for research that is separately budgeted or carried on in institutes or research centers.

 Key Customers

      Local Community, State and Local Government, Business and Industry,
      Federal Government

HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Public Services	Efforts to provide services beneficial to individuals and groups external to the institution.

 Key Customers

      Local Community and potentially any visitor to our geograpic area

HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Academic Support	Efforts to provide higher education support services that directly support the institution's primary function of instruction, research, and public service.

 Key Customers

      Faculty

      Students

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Page 7 of 15

HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Student Services	Efforts to provide support services to students.
Key Customers Students			
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Institutional Support	Efforts to provide operational support for the day-to-day functioning of the higher education institution (excluding physical plant operations).

Key Customers
    Faculty
    Students			

HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Operation and Maintenance of Plant	Efforts to operate and maintain physical plant facilities at institutions of higher education (excluding self-supporting enterprises and hospitals).
Key Customers Faculty, Students, and Staff			
HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Higher Education Student Financial Assistance	Efforts to provide financial assistance to higher education students.

Key Customers
    In-State Students
    Out-of-State Students			

The Information Technology Strategic Planning effort is conducted by the Virginia Information Technologies Agency.

Page 8 of 15

HIGHER EDUCATION	Efforts to coordinate and provide instruction, research and public service through a system of higher education institutions.	Financial Assistance for Educational and General Services	Efforts to provide resources for educational and general services through supplementing other activities within the system.
Key Customers			
Faculty, Students and Staff			
MANUFACTURING AND MERCANTILE SERVICES	Efforts to manage and operate production and commodity activities.	Higher Education Auxiliary Enterprises	Efforts to provide essentially self-supporting goods or services to students, faculty, and staff.
Key Customers			
Faculty, Staff, and Students			

Agency IT Strategic Plan

Secretariat: Education   Agency Code: 204

Agency: The College of William & Mary

Key Activites and Associated Outcomes:

Key Activity	Associated Outcome
Collaborate with library on design of student commons and student multimedia studios.	Options for students to work in richer, non-text media, to enhance learning.
Continually enhance enterprise learning management system.	Increased communication and collaboration between faculty and students.
Continue program of classroom modernization.	Allows increased utilization of expensive technology in specially designed classrooms.
Continuous enhancement of integrated financial aid system.	Improved access to administrative data and tools for management decision-making.
Continuous improvement for integrated student information system.	Provide students more control over the mechanics of their academic planning.
Create new classroom and laboratory space to meet expanding needs for technology.	Allow institution to respond effectively to new paradigms of teaching and learning.
Develop enterprise-level services for scientific research.	Ability to attract and retain high-quality research scientists and graduate students.
Implement and enhance a student community web portal.	Streamlined and personalized student access to information services.
Implement integrated administrative systems for Finance and Human Resources.	Improved access to administrative data and tools for management decision-making.
Maintain desktop leasing.	Improved faculty productivity and efficiency.
Maintain student residential network.	Provide residential student access to information resources.
Participation as member institution in Internet2. Planned participation in National Lambda Rail.	Improved connectivity to national scientific community.
Provide core services such as data transport, file storage, email, help desk services, information security, and telecommunications.	Improved access to mission-critical information resources.
Restructure and streamline public access computer labs.	Improved student productivity and efficiency.

VITA   The Information Technology Strategic Planning effort is conducted by the Virginia Information Technologies Agency.

Page 10 of 15

Major IT Projects

Approved for Preliminary Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for inclusion in your IT Strategic Plan. A project proposal must be submitted to the CIO before the project(s) will be considered for planning approval. Procurements in support of the project(s) are not approved for submission to the VITA Project Management Division (PMD) for execution until the project has been Approved for Planning by the CIO. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.
http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

There are no major projects approved for preliminary planning.

Approved for Planning — The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the Secretariat Oversight Committee and the CIO. Projects "Approved for Planning" must be formally approved for development by the Commonwealth IT Investment Board prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.
http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

There are no major projects approved for planning.

Active Projects — The following project(s) are(is) scheduled to continue in the 2004-2006 Budget Biennium as an Active Project. All Active Projects must be tracked on the Commonwealth Information Technology Major Projects Dashboard and are subject to monthly review by the CIO. The CIO is authorized to assess progress of all Active Projects and recommend termination of a project to the Commonwealth IT Investment Board.

Project Formal Title	Planned Start Date	Planned Completion Date	Estimate At Completion
Mastering Admistrative Systems and Technologies	01/01/2002	01/01/2005	$6,450,000

Collaboration Opportunity — The following project(s) is (are) designated as a Collaboration Opportunity. Your agency should consult with the other agencies listed on the corresponding collaboration report and evaluate whether collaboration between agencies on these projects is feasible. The results of your collaboration efforts and evaluation should be reported when the project is presented to the Commonwealth IT Investment Board for "Development Approval".

There are no collaboration opportunity projects.

The Information Technology Strategic Planning effort is conducted by the Virginia Information Technologies Agency.

Page 12 of 15

Agency IT Strategic Plan

Major IT Procurements

Approved Major IT Procurements - The following major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved major procurements.

Disapproved Major IT Procurements - The following major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved major procurements.

Agency IT Strategic Plan

Non-major IT Projects

Approved for Planning— The following project(s) scheduled for initiation in the 2004-2006 Budget Biennium is (are) approved for planning. This approval constitutes authorization to undertake the planning necessary to complete a detailed project proposal and project charter for consideration by the CIO. Projects "Approved for Planning" must be formally approved for development by the CIO prior to beginning Phase 3 of the project lifecycle (Project Planning) and execution as defined in the Commonwealth Project Management Guideline. Procurements in support of developing the detailed project proposal and charter are approved for submission to the VITA Project Management Division (PMD) for execution, in accordance with PMD procedures. For detailed instructions refer to the Interim Procedures for the Initiation and Approval of Major and Non-major Information Technology Projects.

http://www.vita.virginia.gov/projects/cpm/cpmDocs/projectInitInterimProcs030903.doc

There are no non-major projects approved for planning.

The Information Technology Strategic Planning effort is conducted by the Virginia Information Technologies Agency.

Page 14 of 15

Non-major IT Procurements

Approved Non-major IT Procurements - The following non-major procurements are approved for submission to the VITA Project Management Division (PMD) for execution in accordance with PMD procedures.

There are no approved non-major procurements.

Disapproved Non-major IT Procurements - The following non-major procurements are not approved for submission to the VITA Project Management Division (PMD). The agency should not take any action on the major procurements listed below.

There are no disapproved non-major procurements.